

Serving the Public:

Managing the State Workforce to Improve Outcomes

Table of Contents

Executive Summary	i
Introduction.....	1
Making the Case.....	3
Building the Team	7
Problem #1: Flawed hiring procedures thwart efforts to bring the best candidates into state service.....	9
Solution #1: The State must improve its hiring procedures to bring into state service the most skilled management candidates.	14
Problem #2: Poor public perception and a lack of recruiting keep the best and brightest from considering a career in public service.....	14
Solution #2: To attract talented managers the Governor should initiate a campaign to reinvigorate public service.	18
Problem #3: The State's management structure thwarts efforts to develop promising and proven managers.....	18
Solution #3: The State must reform its management structure and actively develop stellar managers.....	20
Problem #4: The State fails to invest in training to improve the skills of its managers.	20
Solution #4: To improve outcomes, the State needs to make a commitment to management training and develop the capacity to train managers and leaders.	22
Problem #5: Departments do not know which skills their employees possess and which additional skills are required to meet public needs.	23
Solution #5: Each state agency should engage in workforce planning.....	24
Managing the Team.....	27
Problem #6: Departments have not articulated clear goals to guide decision-making, inspire employees and focus attention on outcomes.....	28
Solution #6: The State must renew its commitment to planning strategically, defining goals, clarifying roles and setting priorities.....	30
Problem #7: Departments are not gathering or using performance information to guide management decisions and direct reforms.	30
Solution #7: The State must make a commitment to performance management.	32
Problem #8: Managers do not have the tools needed to improve outcomes.	32
Solution #8: Managers must be given the authority and responsibility to manage.	35
Problem #9: Oversight and accountability mechanisms push compliance and ignore outcomes.	35
Solution #9: Oversight activities should focus on outcomes, not compliance with rules.....	37

Rewarding the Team	39
Problem #10: Management compensation is not competitive, hindering efforts to hire and retain the best and brightest managers.	39
Solution #10: The Governor and Legislature should ensure the State provides competitive compensation that attracts, retains and rewards managers and executives of national caliber.	43
Problem #11: Compensation rules are rigid and options limited, preventing the State from tailoring compensation packages to motivate improvement.....	44
Solution #11: To motivate improvements and attract a strong management team, the State's compensation system for managers and executives should be transformed into a flexible and innovative strategy that aids recruitment, retention and performance.....	46
Problem #12: The State's compensation system fails to recognize performance.	47
Solution #12: The State should craft and adopt a performance compensation strategy for managers and executives.	49
Conclusion	51
Scoring the Team	53
Appendix: Public Hearing Witnesses	59
Notes	63

Table of Sidebars & Charts

California's Workforce	i
Public service is not public	iv
Hiring pools are shallow	v
PA's Training Continuum	vii
Building the Team.....	viii
Department of Education	viii
Community College Performance	ix
Redeploying Managers.....	x
Managing the Team	xii
The State's Competition	xii
Rewarding the Team	xiv
Poor Management Increases Costs, Lowers Quality....	4
...But Quality Management Improves Outcomes	5
The State succeeds when....	6
California's Personnel System	8

Managerial Ranks.....	8
Closed Hiring Restricts Access to Talent	9
So You Want a State Job?	10
Management Skills for Senior Managers.....	12
Building Public Trust Through Performance.....	15
"Indiana – Work in Progress"	16
Partnership for Public Service	17
Technical Track.....	19
Pennsylvania Leadership Education and Performance Program.....	21
Government Performance Project	23
Building the Team.....	25
The Government Performance and Results Act	29
Community College Performance	30
Effective Performance Management	31
Commission Reports on Government Operations	33
Redeploying Managers.....	35
Managing the Team	38
The State's Competition	39
Salary Scales	41
State Salaries are Largely Noncompetitive.....	42
Assessing Needs.....	45
Performance Compensation	48
Rewarding the Team	50
California's Scorecard	53

